

# EURARMY



VOLUME 3, ISSUE 1

UNITED STATES ARMY, EUROPE & 7TH ARMY — FREEDOM'S EXPEDITIONARY FORCE

WINTER 2007

## 173rd Airborne in Grafenwoehr

also...

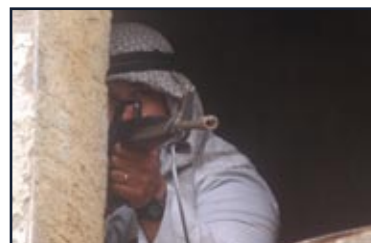
**MEDFLAG 2006**  
**Patrolling in Iraq**  
**Baumholder MOUT Site**  
**Developing Coalition NCOs**



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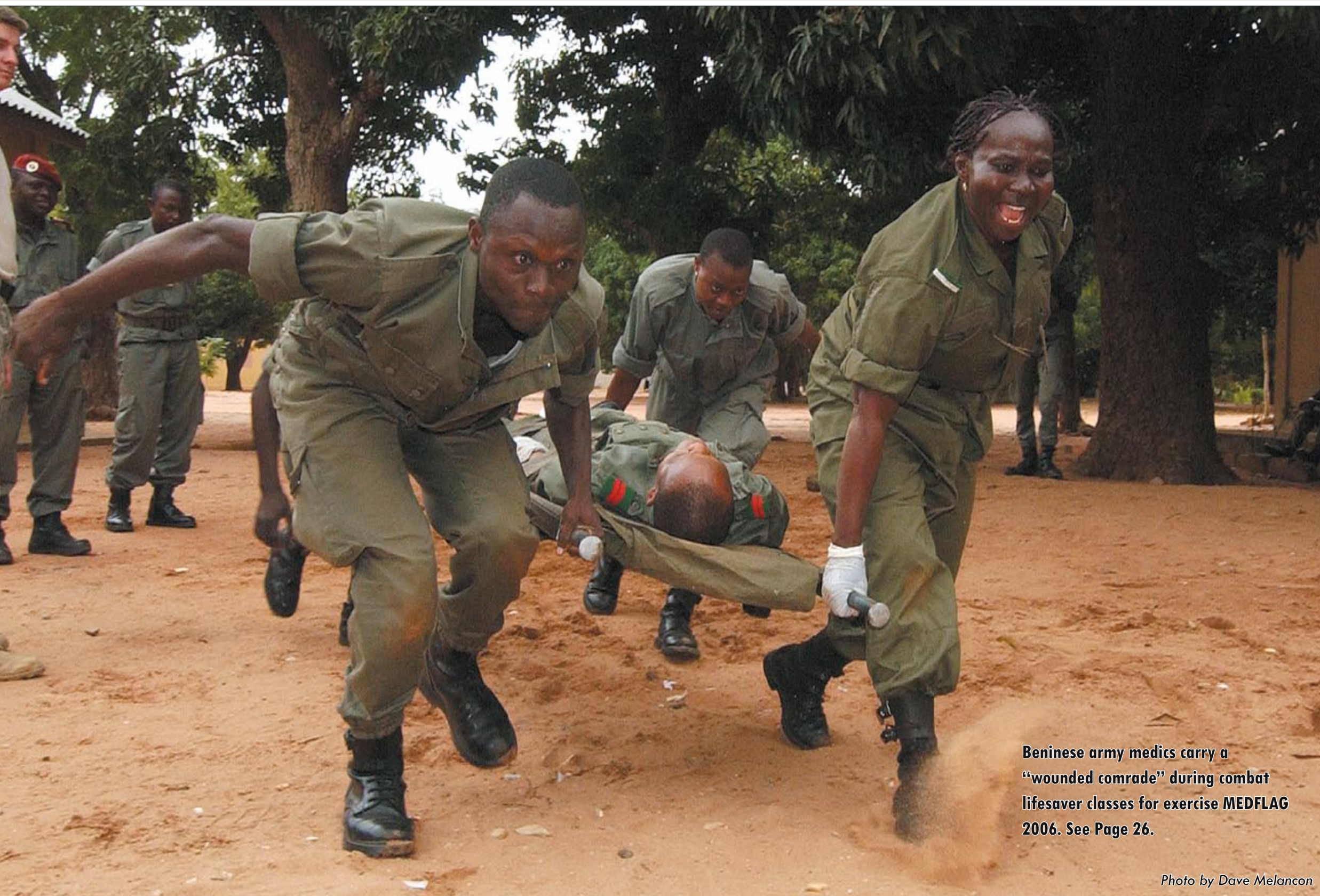
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Beninese army medics carry a "wounded comrade" during combat lifesaver classes for exercise MEDFLAG 2006. See Page 26.

Photo by Dave Melancon

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# *EURArmy*

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**EURARMY** Cover: "Sky Soldiers" of the 173rd Airborne Brigade Combat Team jump over Drop Zone Bunker in Grafenwoehr.  
Back Cover: 173rd ABCT Soldiers fire the Javelin "fire-and-forget" anti-tank missile. Photos by Arthur McQueen

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# COMMANDER'S NOTES

It has been one year since I took command of U.S. Army, Europe.

During this year, the Troopers of USAREUR have accomplished great things:

- V Corps and its assigned units successfully led coalition military efforts in Iraq as the Multinational Corps–Iraq Headquarters.
- Three brigade combat teams deployed to Iraq, contributing to the fight and to the rebuilding of that country.
- The 1st Infantry Division cased its colors and returned to Fort Riley, Kan.
- The Soldiers and families of the 2nd Stryker Cavalry Regiment arrived at their new home in Vilseck, Germany.

These are just the high points of the year. I could not be prouder of the Troopers, civilian employees and family members that make up the USAREUR team.

When I took command, I set five goals for the command: to help our nation win the Global War on Terrorism; to set the command in an expeditionary stance; to keep USAREUR a great location for Soldiers and families to serve and live; to build tomorrow's coalitions today; and to develop leaders at all levels.

Each of these goals is important and interconnected – we can't excel at just one or we risk not achieving the others.

Our primary goal is to help our nation win the Global War on Terrorism. We do this most directly by providing trained and ready forces to combatant commanders.

In this issue of *EURArmy*, you will find an article highlighting the performance of 1st Armored Division Soldiers downrange in Iraq, which shows how USAREUR helps fight the Global War on Terrorism.

We also contribute to winning the Global War on Terrorism by setting our command in an expeditionary stance – placing the right capabilities in the right geographic locations. This is the heart of our transformation effort.

We're doing this now by working toward consolidation of the 173rd Airborne Brigade Combat Team in Vicenza, Italy, on the southern side of the Alps, with the capability to rapidly deploy when needed. One reward for our labor is watching the 173rd ABCT complete a mass airborne operation, also featured in this issue of *EURArmy*.

Getting our stance right in the central region and maturing the concept for a rotational force to train and operate as Joint Task Force East in Romania and Bulgaria also contribute to this expeditionary goal.

The Global War on Terrorism is a coalition fight. We rely on working with other nations to eliminate terrorist havens. We contribute to the success of current and future coalitions through our participation in exercises such as MEDFLAG in Africa, and by developing the noncommissioned officer corps of other European nations with training exercises and courses at the Joint Multinational Training Center. Training with the Soldiers of our partners and allies develops our U.S. Soldiers as well, giving them greater cultural awareness and leadership tools that will serve them into the future.

Our Soldiers and civilians are professionals who enjoy the greatest support from their families. We realize that deployments are an enormous strain on families. To minimize this strain, we constantly work to improve the quality of life we provide our families.

The USAREUR personnel team (G1) spearheads our effort to develop programs that assist our families before, during and after deployments, all of which are packaged in the "Blue Box."

Recently, the Society for Human Resource Management selected the Blue Box as the group's Innovative Business Solutions Award winner for 2006, and the concept is being adopted DoD wide. USAREUR's workforce constantly strives to keep the command a great location for Soldiers and families.



The Army recently began a new campaign called "Army Strong." The goal of this campaign is to tell the American people, as well as other audiences, about the mental, physical and emotional strength of our Soldiers and of the entire Army family, including Reservists, National Guardsmen, civilian employees and family members. The campaign celebrates the dedication and commitment to duty of all members of the Army team.

I see this dedication and commitment daily, in every interaction I have with you – the Troopers, families and civilian employees of the Army in Europe.

Soldiers are the centerpiece of all we do. Without their courage, commitment, competency and candor, we would not reach any of our goals – and it's for our nation that we set these goals. I challenge all of you to continue working hard to support our Soldiers during the coming year.

DAVID D. MCKIERNAN  
General, USA  
Commanding



Photo by Gary Kieffer

## Uncase the colors

Soldiers of the 2nd Stryker Cavalry Regiment uncased their colors Sept. 15 in Vilseck, Germany, during welcoming ceremonies marking the unit's arrival. "Putting the 2nd SCR here reaffirms U.S. Army, Europe's strong commitment to NATO and our European allies," said Gen. David McKiernan, commander of USAREUR. Plus, he added, positioning Strykers geographically with the Joint Multinational Training Command "will provide expeditionary training and operational readiness that can be exported throughout the European Command's area of operations."

## New NATO building opens in Germany

By Spc. Matthis Chiroux

Allied Land Component Command Headquarters Heidelberg has a new building to call home.

The new four-story facility officially opened its doors Sept. 18, after construction director Bernd Muller presented the keys to Gen. David McKiernan, ALCC HQ HD and U.S. Army, Europe commander, during a ceremony in the building's main auditorium.

With more than 72,000 square feet of secure conference rooms, training facilities, office spaces and administrative areas, the building symbolizes NATO's military transformation, said McKiernan. He added that the new building, which cost \$20 million, will

enable ALCC HQ HD to fully command and control expeditionary operations.

"We have come a long way from our Cold War roots," McKiernan said. "We no longer expect to command our forces from deep within a bunker. (This building) will provide us with a physical plant that suits the deployable and expeditionary nature of our land component command headquarters."

Several German officials, including Beate Weber, mayor of Heidelberg, and Bernd Wansel, deputy undersecretary for the Ministry of Defense, attended the ceremony.

Allied Land Component Command Headquarters Heidelberg is one of two



Photo by Spc. Matthis Chiroux

NATO operational-level land component command headquarters. Made up of more than 500 military and civilian personnel from 21 of NATO's member nations, the headquarters provides land forces expertise to NATO's Allied Joint Force Command Headquarters Brunssum, the Netherlands.

## 'Words from the field'

"I am really blown away by the infrastructure improvements that have gone on in Grafenwoehr and Hohenfels."

**Gen. William Wallace**, commander of U.S. Army Training and Doctrine Command, meeting with Joint Multinational Training Command members.

"Elizabeth ate one M&M a day to mark time until her daddy returned."

**Jennifer Zinn**, wife of Capt. Sean Zinn, describing their daughter's candy routine during the 1st Personnel Command officer's deployment for Operation Iraqi Freedom.

"Soldiers get things done."

**Dana Chivers**, military liaison officer for the U.S. Agency for International Development, praising participants of MEDFLAG 2006 in Benin, Africa.

"As we continue taking the fight to insurgents in the mountains of Afghanistan and along the backstreets of Baghdad, physical fitness will continue to be our advantage."

**Command Sgt. Maj. Iuniasolua Savusa**, U.S. Army, Europe command sergeant major, before competing in the Army 10-mile race in Washington, D.C.





Photo by Arthur McQueen

**First Sgt. William Groene, B Troop, 1st Squadron, 91st Cavalry, completed basic airborne training before many of his Soldiers were born - and never jumped again until now.**

**By Arthur McQueen**

**U**.S. Army, Europe has a new, strong blade to lodge into the heart of terrorism: six battalions of bayonet named the 173rd Airborne Brigade Combat Team, extending from south of the Alps to central Germany.

To sharpen the blade's edge, the 173rd "Sky Soldiers" visited Europe's premier training area at Grafenwoehr, Germany, in October and November, honing themselves with training on the latest squad and small-unit tactics.

The training began with a two-day mass tactical jump onto Drop Zone Bunker in the Grafenwoehr Training Area, where Col. Chip Preysler, 173rd ABCT commander, honored airborne tradition by being first out the door.

"This is just the beginning, the first jump for our four Germany-based battalions," said Preysler, noting that his unit has had a 70 percent personnel turnover since its last deployment to Afghanistan ended in February.

The four new battalions are located in Bamberg and Schweinfurt, in the state of Bavaria, and occupy former 1st Infantry Division facilities, made available after the Big Red One redeployed to Fort Riley, Kan. The 173rd headquarters and two remaining battalions are garrisoned in Vicenza, Italy.

"This is our first shot at small-unit training, the building blocks that enable Soldiers to progress in critical skills – from squad-level to platoon-level operations," Preysler said.

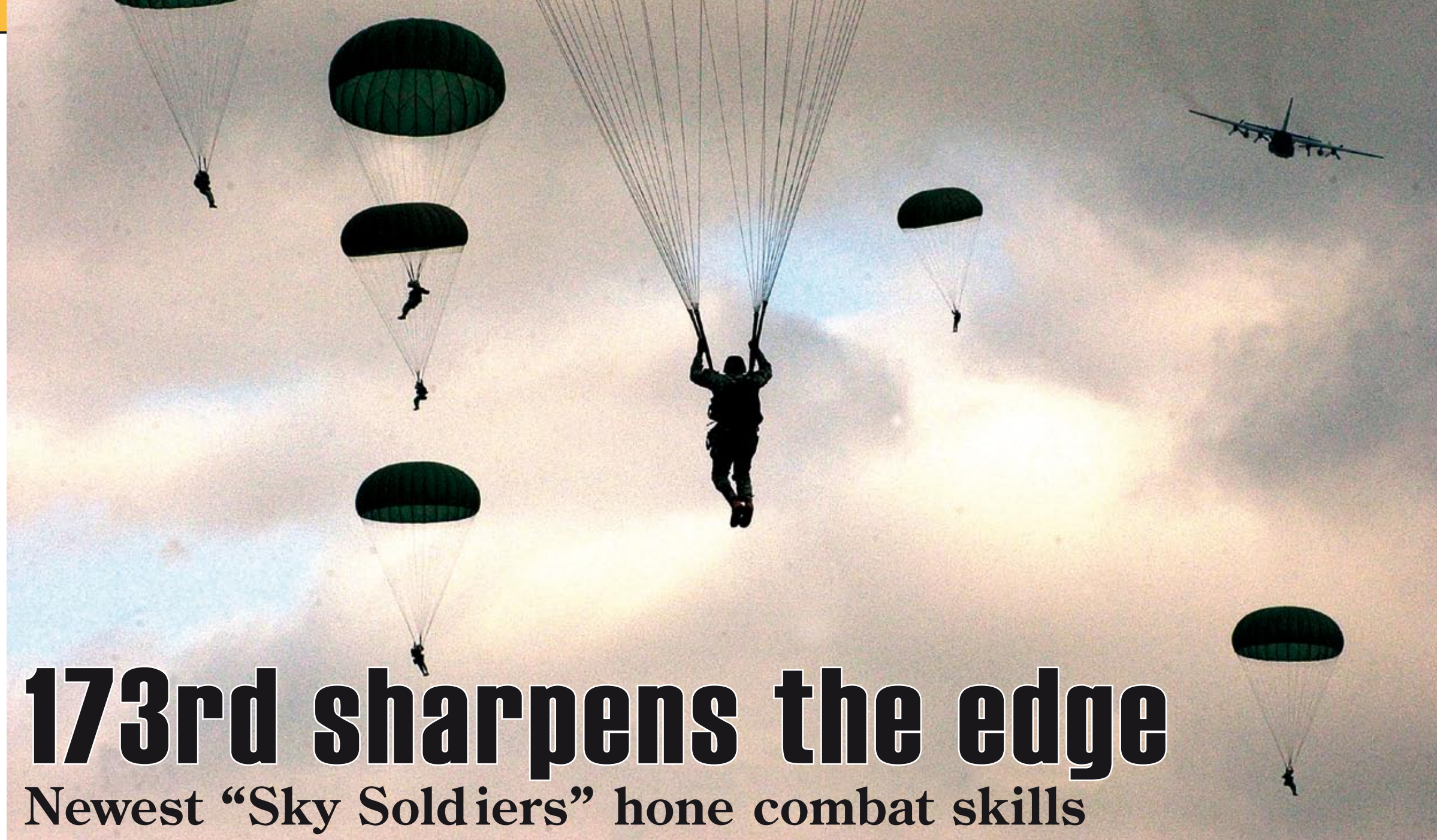


Photo by Spc. Jerry Wilson, 7th Army JMTc PAO

# 173rd sharpens the edge

## Newest "Sky Soldiers" hone combat skills

The jump was also an individual first for many Soldiers on the bayonet's edge.

"I waited 20 years to do this again," said 1st Sgt. William Groene, B Troop, 1st Squadron, 91st Cavalry Regiment, after completing his first jump since earning his wings in 1986.

The New Orleans native, a recent addition to his unit, combined a new jumper's enthusiasm with the veteran perspective of a senior NCO.

"I love it, I volunteered for this," said a smiling Groene, packing his T-10 parachute for pickup. "This jump is getting us one step closer to being combat ready."

On the second day, under clearer skies, eight C-130 Hercules transports from Ramstein Air Base, Germany, slowed to a 130-knot pace as they crossed a large orange "A" staked into the drop zone, marking its beginning. Troopers shuffled to the door and exited at 800 feet, falling in staggered rows of green nylon.

"(Jumping) takes care of the intangibles," Preysler said. "You need physical fitness and the capability to perform follow-on missions, but as for esprit de corps – you can't get that experience any other way. Getting boots on the ground safely is essential to being a paratrooper."

Dropping so many Soldiers en masse provides training not

only for the paratroopers and their Air Force partners, but for jump organizers as well.

"There are a lot of moving pieces," said Sgt. 1st Class Michael Levesque, drop zone safety officer for the jump. "Our focus is that we get everybody out and on the ground without getting busted up."

Levesque has been with the 173rd for nearly five years, overseeing more than 30 drop zone operations.

"It is important to train Soldiers young so they can see what right looks like, taking all the steps and setting everything up correctly," said Levesque, between radio updates from his team.

"You will see a lot of guys who haven't done this in a while, but once they do, they are right back on the horse," said the combat jump veteran. "When (combatant commanders) need (an airborne) kind of mission, they are going to call on us."

Levesque's team included Air Force liaison officers from Ramstein's 37th Airlift Squadron, medics and a detail of 173rd troops collecting parachutes on the drop zone.

The Air Force liaison team consisted of pilots who dropped other Sky Soldiers earlier in the month. "It was pretty exciting hearing feet on the deck," said Air Force 1st Lt. Nick

Browning, of his first airborne jump mission.

Browning explained that in a mass tactical jump, C-130s are staggered and flown at gradually higher altitudes to minimize turbulence for jumpers. "We also have electronic signals that maintain our distance and offset," he said. "The (relatively slow) speed is to give the Army the most time over the (600-meter) drop zone."

"The 37th AS is a first-class outfit," Preysler said. "They are our partners for training and we get a lot of benefit just out of planning a complex operation with them."

The 173rd did not jump alone; 29 cadre and students from the German Army Parachute School in Altenstadt joined the exercise and came away impressed.

"A beautiful jump," said German army Staff Sgt. Salvatore Grillo, while recovering his U.S.-issue chute. "It's a beautiful day to be a Soldier."

The combined jump enabled the German Soldiers to earn the U.S. Army Parachutist Badge. Standing on the edge of the drop zone, Grillo and his fellow "Fallschirmjaeger" (parachute troops) pinned on their wings minutes after landing.

"This is our way of sharing our jump with them," Preysler said. "We have been working with the German airborne for



quite a while, using their school's 34-foot tower. Thanks to them, we have been able to complete all our Basic Airborne Refresher training."

Preysler also noted the critical value of the 7th Army Joint Multinational Training Command's facilities in Grafenwoehr.

"This is one of the premier training spots in the world, offering us a very large drop zone. With the live-fire training going on in conjunction with this airborne operation, we really couldn't do that anywhere but here," he said.

Following up their successful landing, the Sky Soldiers lit up GTA ranges using .50 caliber machine guns, Mark 19 automatic grenade launchers, M-4 carbines and mortar fire, but said the highlight of the live-fire training was the Javelin, a "fire-and-forget" anti-tank weapon.

The weapon system uses two motors, one to eject the missile from the tube, and another to send it streaking toward a target from several possible angles, while the gunner moves to safer ground.

"This is a great shakeout of a weapon system," said Maj. Scott Sonsalla, operations officer for 1st Battalion, 503rd Infantry Regiment, adding that he appreciates the reduction in exposure time to the shooter. "We are building a trained knowledge base to support the 12 Javelins for each battalion we have."

Sgt. Robert Hoover, A Company, 1-503rd, was one of eight top students, out of a training class of 35, who were allowed the rare and expensive opportunity to fire an actual Javelin.

"The weapon was better than I thought; (when firing) there was no kick," he said, after nailing an empty M60 tank resting 1,000 meters away. "I would love to use it in combat."

Hoover said he didn't take the opportunity lightly.



Photo by Arthur McQueen

"Actually, I was pretty nervous at first," he admitted, smiling. "There's \$70,000 on your back, you know."

"It was better than a weekend in Vegas," declared Spc. Clifford Williams, A Troop, 1-91st Cavalry, who also fired the Javelin. "Not everybody gets to shoot something like that. I blocked everybody out of my mind, so that it was just me and the missile. I would love to do it again."

Spc. Insaaf Husein said he "loved the power and the noise" of the less glamorous, but just as important .50 caliber machine gun at a nearby range.

Charged with training his squad of new Soldiers, Husein came away pleased with their progress. "At the beginning, they didn't know anything. Now they can disassemble, range, clean and fire the M-2," he said.

Other small-unit leaders were also pleased with their Soldiers' performance.

"This is a first-time live fire for these troops," said 1st Lt. Martin Peters, who leads the mortar platoon for HHC,

1-503rd. "It is building the foundation for integrated operations, and they are doing very well."

During these training operations, the mortar team, consisting of a gunner, assistant gunner and ammunition bearer, receives a grid coordinate for a target that "needs to be destroyed," called in by a forward observer, said Pvt. Chris Garcia, assistant gunner.

As a team leader yelled out the computed elevation and deflection angles for the mortar tube, the team repeated the numbers in a deadly echo to ensure their settings were correct.

The team worked quickly and intensely, wrapping rings of propellant around the finned mortar shells, adjusting angles, bracing the base plate and drop-firing the 81mm rounds until "cease fire" was called.

Following a cycle of fire missions, the group gathered their spent munitions and made room for the next team.

Pvt. Charles Carlin, ammunition bearer, said he realized he was making progress after five days of practicing hasty and deliberate fire missions. It was his first experience firing live weapons since advanced training. "We are doing pretty well, now," he said.

Combat-arms Soldiers were not the only ones to learn.

Army doctrine stresses that on today's battlefield, every Soldier must be prepared to succeed in any warrior task. Therefore, the support troops of E Company, 1-503rd, found themselves training on the proper use of the Mark 19 grenade launcher, with one team scoring high.

"We shot expert from the get-go," Spc. Bracy Biermann said proudly after rotating from spotter to gunner duties. "It's my favorite weapon so far – big, easy to fire and blows stuff up."

"The effective range and the kill radius make it a good

**"CAUSE... Top: The second-stage rocket motor begins to ignite after a Javelin anti-tank missile is launched from the tube.**

**...AND EFFECT" Left: An obsolete M60 tank offers scant resistance to the Javelin's firepower. The fire-and-forget weapon system is being fielded with the 173rd Airborne Brigade Combat Team.**

weapon," said Spc. Leviticus Higgins. "We are in food service, and I guess we let out some aggression on the target. This is definitely more relaxing than being in the kitchen for 13 straight hours."

Spc. Ambjor Anderson, the battalion weapons mechanic, took advantage of the opportunity to fire what she usually repairs – making her, she believes, a more effective armorer.

"It's a high-demand job that just doesn't stop, there is always something broken," she said. "Some things are an easy fix, but the Mark 19 is more complicated, and many times the (repair request) form doesn't make sense. It is much easier to figure things out when you have fired the weapon yourself."

Maintenance platoon leader, 2nd Lt. Patrick Mireur, planned the training on many of the small-arms ranges at Grafenwoehr, helping to bring his non-infantry troops up to standard.

"Some think support Soldiers aren't as effective. It's nice to prove the stereotype wrong," he said.

"Every day, they have been on a different range, and they have been stellar. No matter what your specialty, riding in convoys and being outside the wire is a way of life."

"As Soldiers, we are all trained for combat," said Capt. Christopher Weld, E Company's commander.

"Everybody here is deploying with the mentality that we are warriors first," he said, "and marksmanship is the fundamental building block of everything we do.

"We have some low-density specialties in this company, but we all share that common ground. Plus, we hone skills in maintenance and transportation that we assist the battalion with," Weld said.

He added that the training process was a continuous one, and training in Grafenwoehr is making the job of deployment preparation easier.

"It is definitely time well spent; (marksmanship) is a perishable skill that we will hit again and again. Now the objective is to build into more complex training, like convoy live fire," Weld said.

He added that location and expertise is vital. "This is an outstanding area to train and the 7th JMTc folks have it down to a science. The dividends paid are tremendous," he said.



Photo by Gary Kieffer



# The road to recovery

## *LRMC treats coalition Soldier for land-mine injuries*

Story and photos by Spc. Matthis Chiroux

**W**hen you're standing on a land mine, time stands still. Romanian army Staff Sgt. Laurentiu Serban certainly felt so seconds before he lost his leg.

As he sprinted through a minefield in Afghanistan June 20, trying to reach a vehicle full of wounded coalition Soldiers, an ominous metallic click under his left foot stopped him dead in his tracks. Instantly, Serban knew the antipersonnel mine would explode the moment he lifted his foot, but what options did he have?

"Suddenly, I'm thinking about so many things

because I think I'm going to die," Serban recalled from a hospital bed in the Landstuhl Regional Medical Center, Germany. "I'm thinking about the wounded Soldiers. If I die, they could die (without him alive to render

first aid). I'm thinking about the Soldiers behind me. If they get close to me, they will die."

Serban decided to lift his foot before anyone was able to approach him. He remembers his body blasting skywards; thinking he'd never feel the Earth again.

"I'm lucky to be here," said Serban, who didn't know at the time that the mine beneath him was connected to buried artillery rounds that inexplicably failed to explode. "If I had a religion, I would say I had a miracle."

After the incident, medics quickly transported Serban to a Canadian military hospital in Kandahar where doctors amputated the tattered remains of his lower right leg and arranged for his transport to LRMC the next day.

There, he underwent five months of intense treatment for his injuries. Besides taking his leg, the explosion ripped off

Serban's pinky finger on his left hand and peppered the lower half of his body with shrapnel.

Because the explosion destroyed the skin and muscle on the back of his hand, it had to be sewn onto his abdomen for several weeks, enabling skin to regenerate over the wound. Without muscle tissue to draw nutrients from, skin grafts fail, said Dr. (Maj.) Derek Cooper, Serban's primary care provider.

Since the incident, much has changed for Serban, but life is getting better, he insists, thanks to care provided by U.S. Army doctors.

muscle strength," said physical therapist Maj. Julie Johnson. "Serban also came down to the Physical Therapy Clinic for cardiovascular exercise."

Besides therapy, Serban received multiple surgeries on his amputated leg to optimally shape it to fit a prosthesis provided by the Walter Reed Army Medical Center in Washington D.C.

The custom-fitted titanium prosthesis uses shock absorption and energy return technology to mimic the "roll and bounce" of a human foot. Doctors said it should enable Serban to accomplish his goal of being the first Romanian Soldier

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**"Suddenly, I'm thinking about so many things because I think I'm going to die."**

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**-Romanian army Staff Sgt. Laurentiu Serban**

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"The road to maximal functional independence has many steps," said Lt. Col. Bryan Boyea, chief of LRMC's Physical Therapy Clinic. "For amputees, our strategy is to focus on the whole person to include physical rehabilitation, psychological wellness and education regarding options for community and work reintegration."

"Laurentiu has undergone various surgeries since arriving here," noted Cooper. "He's recovering from his physical injuries just fine, but he'll have a lot of adjusting to do."

That's where LRMC's physical therapy professionals came into play. Throughout his stay at the center, they continually worked with Serban, preparing him for a life he never thought he'd step back into.

"The initial rehab was to simply maintain the range of motion in his knee and

to remain on active duty after losing a limb during the Global War on Terrorism.

"I have a lot of work to do if I want to stay in," said Serban, who must perform sets of 82 push-ups and 90 sit-ups, each in less than two minutes, and run six kilometers in less than 40 minutes with a rucksack, weapon and full combat equipment to remain in the service. "It won't be easy, but they tell me walking and running won't be a problem."

Serban even has plans to parachute. "I want to do airborne operations again," he said. "I have to, if I want to keep my job."

Serban's leaders stand behind his efforts to return to active duty. Twice, his commander visited him in Germany. Both times, the message was the same: "'Keep working to get better. We can think about other things after.' That's



**Romanian army Staff Sgt. Laurentiu Serban sits on his bed at Landstuhl Regional Medical Center just weeks after an Afghan land mine tore off his right leg. Serban remained in LRMC's care for five months after the incident, receiving surgery, physical therapy and a custom-fitted prosthesis.**

what he said to me ... in Romanian of course," Serban said.

Serban's recovery is close to being complete, according to his Landstuhl doctors, but amputees often experience complications that can take years to wear off.

For example, Serban swears he can sometimes feel the lower half of his right leg. Aggravation takes him every time he tries scratching the itchy ghost limb that hangs where his foot once was.

"Sometimes it's very strange to have an itch like this, that I know I can feel but can't make my mind believe is not true," he said.

But the treatment Serban received at LRMC is exactly what he said was needed to expedite a return to his comrades still in the fight.

He's not the only allied Soldier, though, whose road to recovery has been paved by LRMC professionals.

Since the U.S. and its allies declared war on terrorism in 2001, the hospital has cared for wounded troops from 38 countries. As long as Soldiers fight, LRMC will continue its universal treatment of allied forces, said Dr. (Col.) Steven Princiotta, the deputy commander for clinical services.

"At Landstuhl Regional Medical Center, we give all of our patients the same high level of care, regardless of what nationality they may be," Princiotta said. "These men and women are fighting against terrorism. We are honored to care for them."

LRMC provided more treatment to Serban than he ever expected to receive, he said. Thanks to the efforts of his doctors and nurses, Serban has bounced back from his crippling injury. The rest of his recovery is now up to him.

"I have so much to do, I don't want to think about it," he said. "But I don't want to think about staying in this bed, either."

"I will miss some people here, but nobody wants to live in a hospital," he said several weeks before returning to Romania in October. "I'm ready to go back to my business. Soldiers don't belong in bed."





## 'We must ensure Soldiers understand they are a part of the solution'

– Brig. Gen. William H. Forrester

In September, Gen. David D. McKiernan, commander of U.S. Army, Europe, invited Brig. Gen. William H. Forrester, director of Army Safety and commanding general of the Combat Readiness Center, to observe a USAREUR safety meeting. During his visit, Forrester talked with *EURArmy* on the role the entire military community plays in keeping Soldiers safe.

### What are we "doing right" in terms of safety in USAREUR?

By even conducting one of these safety councils, you're doing a good deal right.

I saw General McKiernan bring his commanders together with his legal advisors, medical personnel and command sergeants major, to discuss not just what we're doing right but what we can do better. He asked his commanders to come forward and talk about lessons learned, to talk about programs they have in their specific commands and that they can share with others.

He asked his medical advisors to give data points on Soldiers redeploying and how we can better take care of them.

Then, he asked representatives from the Combat Readiness Center, which is me, to address what we're doing in the Army and where we stand as well as what's specifically happening here.

So that's the first thing you're doing great: bringing the right people together to discuss how we can make a safer Army. This is in conjunction with the chief of staff of the Army's guidance and "Own the Edge," the campaign plan he has directed to use to lead our Soldiers, knowing that they're operating on the edge.

### What can we do to improve?

We must ensure Soldiers understand they are a part of the solution. No longer is it just leaders that set the conditions for success. It's the young kids, the privates, that can be a part of the success of our Army. It's a cultural change because each Soldier knows when something bad is getting ready to happen. He or she can see it, whether it's a Soldier sitting beside his buddy who is driving down the street without his seatbelt buckled, or a Soldier seeing another buddy riding a motorcycle without the proper protective gear.



**"NO LONGER IS IT JUST LEADERS THAT SET THE CONDITIONS FOR SUCCESS. IT'S THE YOUNG KIDS, THE PRIVATES."**

All Soldiers know what's wrong and have a gut feeling of what the right answer is. If they speak up and say "buckle your seatbelt," we will save lives.

### Specifically, what does it take for the Army to reduce accidents or fatalities?

We have produced a number of tools for the Army's use, and it has adopted them as programs.

But what it really takes is for engaged leaders at all echelons – from the commanding general down to the junior private – to be engaged and to make a difference.

Every time we lose one of those kids, not only are we losing an asset that's important to our formations, but somebody is losing a sister or brother or daughter or husband. That's why we have to get it right.

### What are some of the tools CRC can provide the Army to prevent loss?

The Army chief of staff gave us our Warrior Ethos that specifically states we will never leave a fallen comrade. That is what this whole thing's about: never leaving a fallen comrade because comrades can fall in more places than a hot landing zone. They can fall when they're sick or when they're on medication, or when they have lost a loved one. So it's incumbent upon our leaders and the Soldiers that work with that fallen comrade to recognize when things are not right.

### What is the Central Readiness University and how is it supporting the Global War on Terrorism?

The university is a Web-based tool that allows a commander to access educational and training products online and obtain certification for Soldiers. Soldiers can go online, taking courses through the university to further their civilian education, as well as increasing their capabilities for the Army. That supports GWOT because they take that knowledge with them downrange.

### How is the Army preventing motorcycle accidents?

Education is a piece of it. So is wearing the proper protective clothing and head gear.

But before a person ever gets on that motorcycle, someone else needs to ensure the Soldier is prepared to ride, which takes education, awareness and understanding. It may be a refresher course for some who have ridden for a long time but are returning from places where they weren't able to ride recently.

The people who will understand that are first-line supervisors. They're the ones who know the Soldier better than anyone else besides family members, who need to be engaged, too. There's nothing more devastating than the loss of a family member.

### How has the Army's transformation affected safety concerns?

As we have transformed our Army, we're doing things differently; transformation in itself depicts change. There are a couple of ways that we have changed. As I mentioned before, it's not just leaders being engaged, it's also Soldiers.

Other tools we have are Composite Risk Management, which doesn't just isolate the threat and the possibility of loss of life to combat. It takes risk

assessment across the full spectrum of what our Soldiers do. It allows them to look at the risk.

Looking at the way we do business, there's a climate change in that we all play a part and that we all can be part of the solution. We owe it to ourselves to ensure we have the best force possible and that everybody reports to work every day.



**"COMPOSITE RISK MANAGEMENT...TAKES RISK ASSESSMENT ACROSS THE FULL SPECTRUM OF WHAT OUR SOLDIERS DO."**

### How are you addressing combat accidents?

Combat accidents are addressed the same way any other accidents are. The CRC is a knowledge base for all Army losses. We gather data, package it and then forward it to commanders to highlight where accidents are occurring.

We are losing Soldiers from accidents, prompting the Army to develop tools like roll-over training devices for Humvees.

As we armor-plate Humvees, which makes the center of gravity higher, the propensity to roll over is increased. And by developing these training devices, it will allow a Soldier to experience conditions that set up a roll over.

So the first time they feel themselves light on a set of wheels is not when they're running down the streets outside

Baghdad International Airport. Instead, they get to experience it in theater, under controlled circumstances, in a controlled environment.

### How do realistic combat training settings like at the Joint Multinational Training Command help improve or lower the number of accidents?

Exposure to any kind of training will increase your ability to understand what you're getting into. A better understanding of what's in front of you is certainly going to help you prepare for that, expect it and then deal with it.

Every combat training center exposes us to actions that we're likely to see in operations Iraqi Freedom and Enduring Freedom, and prepares us ahead of time.

### What role does CRC play in our overall missions?

It touches every part of the Army.

The Combat Readiness Center wants to ensure that risk assessment and the managing of risk are done throughout the entire process.

You don't want to think of CRC as some exclusive little cell that gets thrown in after everything else is said and done. It should be pushing products and the thought process out so that everyone is involved in composite risk management.



# Training for the real thing

## Baumholder's 'Iraqi' village offers a glimpse of life downrange

By Sgt. Aimee Millham

**H**iding in the ceiling of a two-story building, an insurgent watched quietly as a squad of Soldiers sprinted up the stairs beneath him. Searching every corner of the room, the squad found him when a slight twitch of his foot gave his position away. The Soldiers pulled him down, tackling him, as they simultaneously took aim at an Iraqi policeman arriving at the scene.





Land mines are a major concern of Soldiers deployed to Iraq and Afghanistan. Here, troops at Baumholder probe a mine table, searching for buried “explosives.”

Photo by Sgt. Aimee Millham

“Why are you pointing your weapon at a police officer?” demanded Staff Sgt. Reuben Newton, emerging from the background. “He’s on your side.”

Newton, a facilitator at the Military Operations in Urban Terrain site at Baumholder, is part of what makes the grounds the most used home-station major training area in Germany.

“Word gets around, and units from all over request to train here,” said José Larroy, Baumholder training support center manager. “We even had a special-operations battalion from Fort Lewis, Washington, train here a few years ago.”

Throughout its 15-year history, the site has adapted to reflect Soldiers’ experiences downrange. Spanning the gamut from marksmanship to artillery tables, Baumholder prepares U.S. Army, Europe Soldiers for combat training centers like those in Grafenwoehr and Hohenfels, said Col. Timothy Touzinsky, Joint Multinational Training Command chief of staff.

Aside from realistic elements that make the site authentic – there are derelict vehicles at every corner – a living, breathing part of the scenario provides the chaos troops face in combat.

Employed to act as civilians on the battlefield and to enhance training at the MOUT site, a group of Soldiers create distractions similar to those faced in battle. All assigned to Alpha Battery, 1st Battalion, 94th Field Artillery Regiment, these troops create the stuff combat news footage is made of – explosions, smoke, confusion and screams.

“It’s pretty realistic,” said Sgt. Devon Sponaugle, while training at the MOUT site in August. Assigned to the 1st Bat-

alion, 37th Armor Regiment, 1st Armored Division, Sponaugle has already deployed to Iraq once. He said Baumholder COBs act just like the Iraqis he saw downrange.

“In Tal Afar, many civilians will persistently harass you just like these guys are doing,” he said.

COBs acting as embedded media stress the trainees further. Their theatrics are so convincing, they’ve brought out the worst in some Soldiers. “I had a staff sergeant seriously try to take my camcorder from me,” said Spc. John Douglas, who carries a video camera for his role.

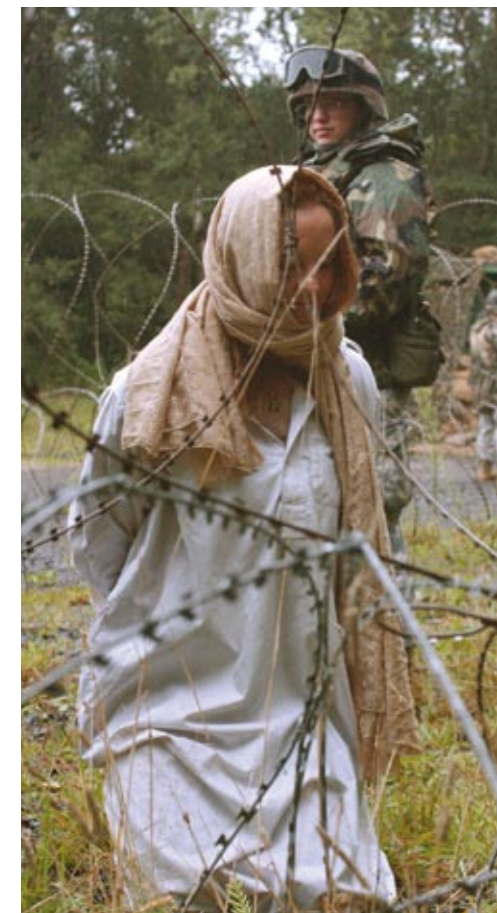
The site maintains its realism throughout all phases of training, said 1st Lt. Devin Barta, officer in charge of the 1-94 training team.

For example, the 1-37 Soldiers conducted a dismounted patrol of the “village” and maneuvered through a simulated minefield laden with trip wires, while carrying out that day’s mission: hunting a suspected bomb maker. Dur-

ing their search, Soldiers cleared concrete-block buildings plastered in chipped paint and sporting Arabic signs labeled “bank,” “school” and “post office.” The buildings – nine one-story and five two-story edifices – conceal “insurgents” peering through windows with weapons aimed at the trainees. They add authenticity to the training, Larroy said.

Constant communication between redeploying unit leaders and TSA-Europe ensures the training site stays up to date.

“When they return home, I talk to battalion commanders about the training they believe needs to be implemented,” said Mike Johnson, regional training support center manager



Photos by Dave Melancon

Above: Trainees detain suspected “insurgents” after inspecting vehicles at a mock checkpoint on site. Below: A 1-37 Soldier checks his battle buddy for reponsiveness after a “raid.”

of TSA-Europe. “Accordingly, we design projects and submit them to TSA to develop a USAREUR plan.”

During the past year, projects resulting from these suggestions included a new illumination system; furniture and doors installed in buildings where Soldiers practice clearing procedures; and a vehicle-search post. Also, a new overpass allows Soldiers to train on defending against overhead positions, which the enemy often uses to attack U.S. convoys, Johnson said.

The day the 1-37 trained at Baumholder, a call to prayer regularly blared from a “mosque.” Shouting over it, 1-94 instructors critiqued the trainees’ reactions and mistakes, keeping everyone on their toes.

“Carry your weapon correctly; it’s not a handbag,” yelled Sgt. Christopher Reyes, a 1-94 trainer, at a Soldier distracted by a smoke grenade.

When the trainees initially assaulted the site, chaos erupted at every corner whenever a “grenade” went off or a distressed COB frantically confronted a Soldier.

But with repetition came success. “The more you do it, the easier it gets,” said 1-37’s Sgt. Eugene Clark, who added that his reactions were becoming second nature.

Johnson, who is also a lieutenant colonel in the Army Reserve, and has deployed with the 1st AD, owns a personal interest in ensuring Soldiers’ reactions are sharp.

“I trained with these Soldiers,” Johnson said. “They rode shotgun with me on many convoys keeping watch. So if anyone wants to ensure that these Soldiers get the best training, it’s me.”

Johnson and his team receive appreciation almost daily from Soldiers and leaders for the training they provide, Larroy said, adding that he is grateful to play a role in preparing Soldiers for combat.





# Lessons Learned

## Soldiers take Baumholder training to the front lines

Photos by Air Force Tech. Sgt. Jeremy T. Lock, 1st Combat Camera Squadron

The Soldiers of Bravo Company, 2nd Battalion, 6th Infantry Regiment, 1st Armored Division, have been operating near Ramadi, Iraq, for nearly a year.



The operations they perform down-range mirror the home-station training they received at the Military Operations in Urban Terrain site in Baumholder, Germany.

“Baumholder is great familiarization for new Soldiers or Soldiers who have had little training on MOUT,” said Staff Sgt. Shawn Re’. “The design is a must for practicing maneuvering squads.”

During the patrols, cordon and searches, and traffic stops that are common occurrences for 1st AD Soldiers in Iraq, many said it was reassuring that the training they underwent in Europe was realistic.

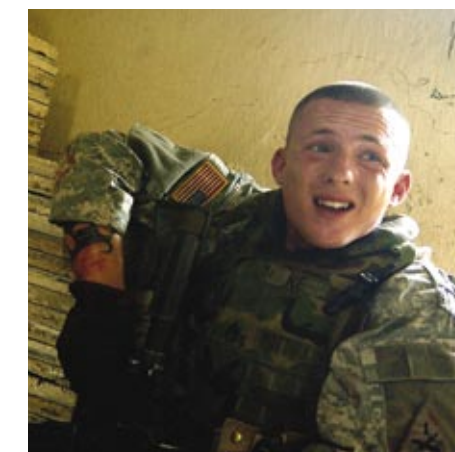
“MOUT training has dramatically helped the company prepare for fighting in the city,” Cpl. Jammy Randell said.

*(Air Force Tech Sgt. Jeremy T. Lock, 1st Combat Camera Squadron, Charleston Air Force Base, S.C., was assigned to the 2-6, 1st AD during August 2006.)*



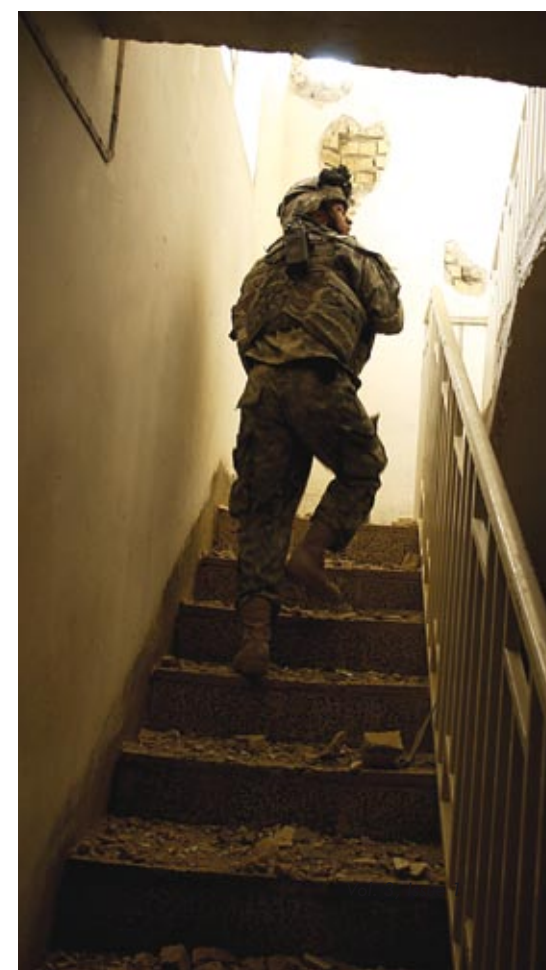
After a mortar attack and gunfire on Outpost 293, Soldiers from Task Force 1-35 Armor, 1st Armored Division, search for anti-Iraqi forces in houses across the street. Many of the techniques these Soldiers learned at the MOUT site in Baumholder are used on a daily basis in combat downrange.





Left: Staff Sgt. Shawn Re' catches his breath after searching houses in Tameem. Below: Soldiers search for suspects linked to a shooting on a U.S. forces patrol.

Bottom: Staff Sgt. Eric Forbes holds an injured Iraqi man's hand while medic Spc. John Schroeder treats him for wounds received during a suicide car bombing. The Soldiers, from B Co., 2-6 Infantry, Task Force 1-35, were performing a routine patrol at an intersection when the bomb exploded about 25 meters to their front.



Top and above: Soldiers of B Co., conduct a cordon and search of a glass factory during a patrol in Tameem, Iraq. Right: Cpl. Robin Vallecillavelez searches a house for insurgents suspected of firing on Soldiers manning a traffic control point in Ramadi.



# Blue Box wins gold

## USAREUR deployment tool recognized for effective organizational strategies

**W**ith a global personnel association giving top honors to a U.S. Army, Europe program, the command now ranks with industry leaders, such as Chevron and Verizon, in recognition for developing organizational strategy.

The Society for Human Resource Management named USAREUR's Blue Box as its 2006 Innovative Business Solutions Award winner.

The Blue Box, a deployment and reintegration resource, received recognition for "effective strategies that illustrate the significant role human resource professionals play in an organization's success," said Susan R. Meisinger, SHRM president and chief executive officer.

With 205,000 members in more than 100 countries, the society is the world's largest association devoted to human resource management.

Annually, it spotlights an HR department that successfully develops an innovative and ethical solution to a new or ongoing challenge.

This year, SHRM cited the Blue Box for creating an "essential HR reference that contains publications outlining how to respond to the overall needs of Soldiers, civilians and families in all phases of deployment."

In winning the award, the Blue Box beat out 64 other international entries.

"Certainly, it is prestigious recognition for one of our command's programs," said Brig. Gen. Rusty Frutiger,

USAREUR's top personnel officer. "To be judged by major private industries with their votes saying we have the best family program in corporate America, is a huge step for us.

"But it is also recognition by corporate America that families are important to the retention of employees, which we have understood for a while," he added.

Overall, Frutiger called the Blue Box, which took about two years to develop, "a living, breathing and changing resource guide."

It offers different services to different folks, and serves as both a communication and how-to tool, he said.

Dan Barbosa, a human resources specialist with USAREUR's military personnel policy branch, said the program has "saved families and those working in USAREUR's support network from stress caused by unanswered questions during tumultuous times," referring to

frequent deployments in support of the Global War on Terrorism.

"For the Army in Europe, the need for quality and timely human resource practices and policies has never been greater," he said.

Before the Blue Box's creation in 2005, HR publications relating to deployment and reintegration issues were gathered and distributed on an individually needed basis, a daunting task considering USAREUR is home to approximately 55,000 Soldiers, 28,000 civilian employees and 75,000 family members.

After only a year in circulation, the Blue Box has garnered so many fans, Barbosa said, that the Army is planning to adopt USAREUR's tool kit as a service-wide model.

The Air Force also is adopting the program, while the German army has translated the children's section for its Soldiers and families.

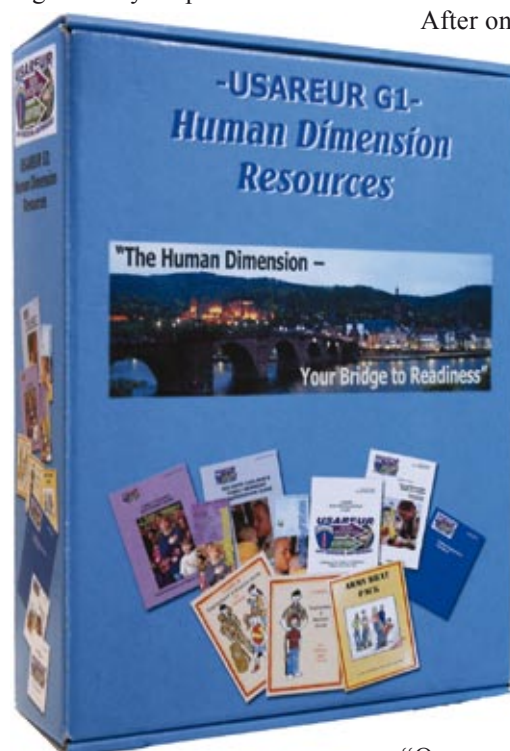
"Once you are recognized outside your own organization and other people, such as private industry, recognize it also, there has got to be something to it," Frutiger said.

According to Frutiger, the Blue Box continues evolving to meet the needs of families and Soldiers, with USAREUR human resource leaders talking with service providers monthly to discuss improvements.

Containing 15 different HR publications and regulations, the package is designed to help family members who cannot regularly attend family readiness group meetings or who are not in close contact with their Soldier's unit.

But while the Blue Box provides such families with valuable supplemental information, they should not substitute it for FRGs or chains of command, Frutiger cautioned.

The Blue Box is available online at <http://www.per.hqusareur.army.mil/blue-box> (USAREUR Public Affairs staff)



**"To be judged by major private industries ... saying we have the best family program in corporate America, is a huge step for us."**

**-Brig. Gen. Rusty Frutiger  
USAREUR Chief of Personnel**



Photo by Gary L. Kieffer

Four 173rd Airborne Brigade Combat Team officers practice building-clearing procedures at Hohenfels' Joint Multinational Readiness Center.

# Omega – covering combat basics

## 173rd leaders sharpen their warrior skills

By Sgt. Aimee Millham

**O**n a battlefield where the enemy attacks anytime, anywhere and anyone, every Soldier, from clerk to logistician, has to be ready to fight.

In the reality of waging an anti-insurgency war, "Everyone's a rifleman," said Maj. Anthony Lugo, 173rd Airborne Brigade Combat Team fire support officer.

Lugo was project manager for Omega Training, a four-day event that brought together senior leaders from the 173rd ABCT to refresh the basic combat skills every Soldier needs to stay alive downrange.

"I want them to know the basics so they can secure themselves, and I can do my job," said Capt. Josh McGary, a 173rd infantry company commander, referring to his non-infantry comrades training with him in early October at the Joint Multinational Readiness Center, Hohenfels, Germany.

The event – intended for command-

ers, first sergeants, staff officers and senior noncommissioned officers – was the first of its kind for the 173rd.

The training included conducting a patrol, clearing a building and reviewing deceptively simple tasks like safely crossing a road.

"Stay away from the center of the road, and avoid intersections," said Capt. Tom Bostick, a 173rd infantry company commander. "That's the kill zone."

Such tips demonstrated the reasoning behind Omega, explained Lugo. The 95 paratroopers, all from different military specialties, were mixed together and split into six squads, learning from each other as they cleared buildings and carried out dismounted patrols.

"Really, they're mostly learning from us infantrymen," McGary said, chuckling.

Aside from reviewing tactical skills, the event allowed leaders to fine-tune several of the unit's standard operating procedures for various combat situations, said Col. Charles A. Preysler, 173rd ABCT commander and designer of Omega.

"We're addressing the issues with our SOPs, since everyone has different ideas on how to do things," he said.

These differences include variances in the way commanders conduct convoy operations or how to move from a woodline to a building they're about to raid, Bostick said.

Deciding which way is the "right way" during training can save lives in a combat situation.

"We had a vehicle break down on us during a supply run in the middle of a main street in Fallujah," recalled Capt. John Thyng, a 173rd logistician. "I really could've benefited from this training at that moment."

Omega not only gave 173rd leaders basic combat skills training, it also served as a chance for many of the unit's leaders to meet fellow officers and senior NCOs for the first time. With its recent transformation to a six-battalion brigade from a three-battalion brigade, the 173rd has a number of new troops, now stationed in Germany and Italy.

Omega is part of a series of training events that will ensure the newly transformed brigade is ready for future deployments by June 2007, Preysler said.

"We don't have orders yet, but we'll be ready when they come," he said.

**(Editor's note: The Department of Defense announced Nov. 17 that the 173rd will deploy to Iraq in 2007.)**



Right: Command Sgt. Maj. Iuniasolua Savusa visits Krtsanisi Training Area in the Republic of Georgia during a recent three-nation trip to further noncommissioned officer development in coalition partner nations.

Next page: Savusa signs the guest book at the Armed Forces Training and Education Center in Azerbaijan, while Col. Anver Efendiyev, the center's deputy commandant, looks on.



**“We are making changes in the system. We are producing platoon sergeants. But we don’t have enough trained NCOs. We have just started this work.”**

– Col. Anver Efendiyev

# CSM takes international approach to NCO business

Story, photos by Karen S. Parrish

U.S. Army, Europe’s command sergeant major recently set out on a mission to promote the growth of professional noncommissioned officer corps in the militaries of coalition partner nations.

Command Sgt. Maj. Iuniasolua Savusa toured Azerbaijan, the Republic of Georgia and Ukraine Oct. 15 to 20. His main objective at these places, he said, was to assess and offer assistance in developing these armies’ NCO corps.

The three nations are very different, but each has troops deployed to Iraq and Afghanistan in support of coalition efforts in fighting the Global War on Terrorism, each is developing an NCO corps as a requirement of NATO member status, and each has a military ini-

tially based on the former Soviet model. As one Georgian brigade sergeant put it, a sergeant’s role under that system was to do the “dirty work” – manual tasks, not training and leading Soldiers. That role has begun to change in each of the countries Savusa visited, and he went prepared to offer help in effecting that change.

## Azerbaijan

Oct. 16, Savusa spoke to a group of Azerbaijani officers serving as faculty at that country’s Armed Forces Training and Education Center. He praised their Soldiers’ service in Iraq, Afghanistan and Kosovo, and offered help in training their army’s sergeants by accepting them as students at U.S. Army, Europe’s Noncommissioned Officer Academy in Grafenwoehr, Germany.



“If you send your Soldiers to our academy, they can then come back here to Azerbaijan to train other Soldiers or serve as NCOs in one of your units,” he said. “We fully understand our system may not encompass everything you want, but our academy could serve as a start.”

As Azerbaijan currently has a mostly conscript military – service is compul-



sory for men – with a high turnover, sergeants’ ranks are still thin. But the force is changing: Azerbaijan instituted an NCO training course in 2004 and has worked extensively to transform its military. U.S. military representatives serving at the U.S. Embassy in

Azerbaijan, as well as Oklahoma Army National Guard troops and a range of NATO forces, have assisted in the effort by coordinating seminars, visits, courses and training exercises to increase interoperability with Azerbaijan’s forces. The Oklahoma Guard is Azerbaijan’s

counterpart in NATO’s Partnership for Peace program. PFP pairs mature and developing military forces in ongoing relationships, to increase interoperability and help developing forces meet NATO standards.

The commandant of Azerbaijan’s military training center, Col. Anver Efendiyev, praised the U.S. forces who have worked with his nation’s military, and expressed interest in sending Soldiers to Grafenwoehr to attend the Warrior Leader Course.

“We are making changes in the system. We are producing platoon sergeants,” Efendiyev said. “But we don’t have enough trained NCOs. We have just started this work.”

He said his nation’s Soldiers benefit from working with U.S. forces.

“We are a very young army, and our junior ranks are entirely conscript,” he said. “Yours is a professional army.”

Savusa told the Azerbaijani officers a trained NCO corps – with legislative and regulatory authority – is vital to establishing a professional army. The





**Top: Georgian Soldiers training with U.S. Army, Europe troops respond to the question: "How many of you have deployed to Iraq?"**

**Above: Staff Sgt. Chris Sanchez, working with the Georgia Sustainment and Stability Operations Program II Task Force at Krtsanisi training area, watches a Georgian Soldier practice sniper fire.**

training center commandant responded that he will request legislation outlining the duties and responsibilities of non-commissioned officers.

"NCOs have to be empowered by the officers in your army, to have the authority to maintain discipline," Savusa said. "As your military transforms, U.S. Army, Europe and 7th Army stand ready to assist you."

#### Georgia

In Georgia, Savusa's next stop, NCOs are more firmly established: team, squad, company, battalion and brigade sergeants are in place. The German military runs an NCO training course that Maj. Darren Smith, deputy of U.S. European Command's Office of Defense Cooperation in Georgia, said focuses on mid-career NCOs. "It's much like our basic and advanced NCO courses," he said.

Savusa said while he doesn't want to disrupt the German-run courses, one of his objectives in visiting Georgia was to offer Ministry of Defense officials there



access to the Warrior Leader Course, which could provide a foundation for their NCO training program. Another objective involved the culmination of Army NCO education: the U.S. Army Sergeants Major Academy.

During an Oct. 17 round-table discussion with 20 Georgian senior NCOs, Savusa raised the topic of attendance at USASMA, and got a unanimously positive response.

The brigade sergeant for the Georgian 1st Infantry Brigade, Manuchar Davituri, said the sergeant major course is "very critical to us."

Speaking through an interpreter, Davituri said, "We do not have the background in training your NCOs receive. We need a thorough understanding of the theory of military science, and this course would be very important in that."

Oct. 18, Savusa visited Krtsanisi Training Area, where a task force of U.S. Soldiers was training the Georgian 33rd Infantry Battalion on individual to battalion-level infantry tactics, as well as combat lifesaver techniques.

Terrorism, behind only the U.S., and the training techniques used in Georgia have been widely discussed as a model for future coalition training in other nations, Jones said.

"Not only do I think this is great coalition training, but it's also the foundation of a direction that our Army is going to continue to head in the future," he said.

GSSOP II is the latest phase of U.S. European Command's engagement in Georgia, which began in 2002. The current task force deployed in June to conduct infantry training with three battalions during consecutive 12-week

**"Not only do I think this is great coalition training, but it's also the foundation of a direction that our Army is going to continue ... in the future."**

**— Lt. Col. Craig Jones**

The Georgia Sustainment and Stability Operations Program II Task Force in Georgia is made up of medics from the 212th Combat Support Hospital, based in Miesau, Germany, and Soldiers from Hohenfels' Joint Multinational Readiness Center, part of the Joint Multinational Training Command. Their mission is to train Georgian infantry battalions slated to deploy to Iraq.

Lt. Col. Craig Jones, previously chief of operations at JMRC and currently task force commander, said much of the training involves discarding the old Soviet model.

"A lot of their training doctrine and focus is still based upon the Russian model," Jones said. "Our infantry training is focused on the Soldier ... specifically, when it comes to weapons, being incredibly accurate with individual weapon systems. In the Russian model, they're not concerned with the Soldier being accurate; they're concerned with the Soldier being able to fire a whole lot of rounds down range along with a bunch of other people. Unlike our forces — which use distance and security so that an enemy can't suppress multiple people — when they maneuver they stay bunched up, so it would be very easy for somebody they're fighting against to suppress multiple Soldiers because of their close proximity to one another."

Georgia is the number-two coalition force provider to the Global War on

cycles. Jones said the last elements of the task force will complete the mission in April.

"The battalion that we just finished training goes to Iraq in November, the battalion that we're currently training will go into Iraq in March 2007, and then the battalion that we will train after the New Year will rotate into Iraq in May and June of 2007," he said.

Savusa spoke to a number of Georgian Soldiers and NCOs on the training area's ranges. Addressing one group, he said, "I am very impressed with the training I see here, and I'm proud to know our Soldiers will be serving beside you in Iraq."

Maj. Niko Ikoshvili, commander of the Georgian 33rd Inf. Bn., said the Soldiers in the battalion have improved dramatically during the training.

"I know they will do a great job in Iraq," he said.

#### Ukraine

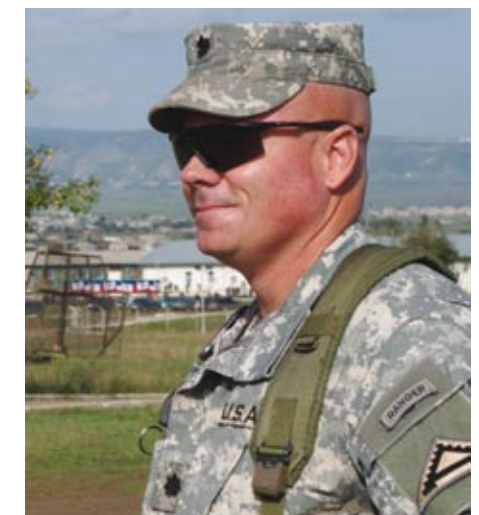
During the last stage of his trip, Savusa visited the Land Forces Sergeants School in Desna, Ukraine, listened to briefings on the school's developing curriculum and spoke with NCOs training as instructors at the school. Before returning to Germany, he had a final office call with Major-General Alexander Kopanitsa, chief of personnel for Ukrainian land forces.

Speaking through a translator, the

general said, "I would like to thank the United States for helping us in our transformation to a professional army. We are transforming the NCO corps now and will continue with this work into the future."

Kopanitsa outlined Ukraine's progress in building a professional NCO corps, not only in creating and staffing training courses, but also in establishing incentives for NCOs to remain in military service.

Recruiting, training and maintaining an NCO corps, Kopanitsa said, "is the most important step for us in establishing a professional military."



In response, Savusa said, "I was able to talk with some of the NCOs at the Land Forces Sergeants School who have been put in place as instructors, and it was encouraging to hear about their excitement at the responsibilities they have been given."

He concluded the office call and his trip by saying, "I'm thankful to you and the rest of your armed forces for their commitment in fighting the war on terrorism. Your country has much to be proud of. Your Soldiers and non-commissioned officers and officers are serving their nation with honor and distinction."



# MEDFLAG 2006

## USAREUR medical team shares skills, compassion

Story, photos by Dave Melancon

**E**arly this fall, a team of Army doctors, nurses and medics set out to improve the lives of rural African villagers and a small nation's army in only two weeks.

During exercise MEDFLAG '06, held Sept. 3 to 16 in Benin, 50 medical and civil affairs personnel from U.S. Army, Europe; Europe Regional Medical Command; and stateside U.S. Army Reserve and National Guard units treated nearly 3,000 patients, inoculated more than 1,600 farm animals and established the country's first combat lifesaver course.

Looking at the African continent as a

whole, such numbers may seem small, but for those helped by U.S. Soldiers and their Beninese colleagues, the exercise's impact was significant, as it has been for the last two decades.

MEDFLAG started in 1987 when U.S. European Command began combined exercises with African militaries.

Since then, MEDFLAG has evolved into a series of annual exercises that provides disaster relief training, exchange of medical knowledge, and basic medical and dental care.

Additionally, the exercises allow U.S. and African commanders to test Soldiers' tactical skills while allowing Americans to learn firsthand about Africa's indig-

enous diseases and people.

This year, USAREUR's Medical Task Force Benin treated more than 2,800 patients in two community clinics. Overall, more than 500 immunizations were given, 200 dental patients were treated, and nearly 700 vision examinations were completed, with optometrists issuing more than 600 pairs of eye glasses.

The most prevalent maladies seen included hypertension, malaria, polio, orthopedic injuries and tropical diseases, said Army Reserve Col. Albert Cooney, 2nd Medical Brigade, the officer in charge of the task force's medical operations.

Throughout the exercise, U.S. and

Beninese doctors and medics overcame challenges such as dust, humidity, insects, a language barrier and limited electrical power to bring much-needed care to villagers, many of whom spoke only a local dialect – called Fon – not French, the country's official language.

The language obstacle complicated matters, Cooney said, but U.S. military and civilian translators worked closely with Beninese army nurses and medics to communicate with patients.

"Without the Beninese military, we would not have been able to render 80 percent of the care," the colonel noted.

It was not only healthcare providers, though, bridging the language gap. In gratitude for treatment received, several patients volunteered to support the task force by filling out medical documents, gathering patients' medical histories and serving as translators, enabling doctors to treat twice as many people.

### Working together

This person-to-person interaction was, perhaps, the most important part of the task force's mission, Cooney said.

"MEDFLAG '06 was a great service to the local community," he said. "More importantly, though, is the relationship we established with the Beninese military, particularly its medical arm. This has been extremely well received."

"We've done a huge amount of work here," agreed Dr. (Lt. Col.) Rafioo Lawani, director of Benin's army medical school. "What we have achieved is remarkable."

Medical Task Force Benin's four-Soldier veterinary team also made an immediate and long-lasting impact with the treatment they provided.

Pfc. Amy Brown, 30th Medical Brigade, quipped that she had never seen so many cows before this deployment. Normally, she and the other vets treat only dogs and cats during their duty day — nothing that can't be carried or walked into their Kaiserslautern, Germany, community veterinary clinic.

"Here, I get to work with large animals, and I'm in Africa. It can't get any better than this," she said, while applying an anti-parasite medication to one of hundreds of goats, sheep and cattle treated by U.S. and Beninese veterinarians and their assistants.

Besides providing much-needed health care to the large animals of impoverished rural farmers, the U.S. team also picked up local remedies during the marathon treatment sessions.

"They have shown us some (ani-



Dr. (Lt. Col.) Kerry Welch, 2nd Medical Brigade, U.S. Army Reserve, examines a woman during a medical civil assistance visit in Ouidah, Benin.

mal-medicine procedures) that we did not know about," said Spc. Christopher Devriendt, 30th Med. Bde. "If we ever find ourselves in a situation without standard gear, we now have something to fall back on. This has been a real cultural exchange."

While treating livestock was their priority, the veterinary team also practiced many of its normal duties while deployed to West Africa. During two small-animal clinics held in nearby villages, they cared

for hundreds of dogs and cats – pets that had never received any veterinary care.

During a hectic work schedule, the four USAREUR Soldiers also swapped tips and techniques with their Beninese counterparts. And, as unusual as the experience was for Brown and Devriendt, it was just as extraordinary for Beninese army veterinary technician Sgt. Goudjaji Guc, who, during MEDFLAG trips to remote sites, learned about various treatment techniques and livestock medication



Dr. (Capt.) Matthew Johnson, 2nd Medical Brigade, U.S. Army Reserve, treats a Beninese infant comforted by his mother during a Medical Task Force Benin community clinic in the hamlet of Djegbadji.





Beninese midwife Agbangla Eujzhrasie explains a prescription to the mother of an ill child.

from his U.S. counterparts.

The treatments will help Beninese farmers raise stronger, healthier animals – something villagers could not afford to do otherwise, Guc pointed out.

“This is huge for the community,” he said. “Normally, if they wanted to do something like this, they would have to spend a lot of money.”

While treatment of people and animals brought immediate results, the exercise also included training sessions that will bring long-term improvements to the African nation’s health care system.

One portion of that training took place in downtown Cotonou, where during three days of seminars, Beninese doctors shared techniques in tropical disease control and prevention with the Americans.

Simultaneously, just a few miles away at the noncommissioned officers academy, 30 Beninese army doctors, nurses and medics learned the basics of emergency medicine from a team of NCO instructors from the 7th Army Reserve Command and the Landstuhl Regional Medical Center.

The NCOs tailored the U.S. Army’s standard combat lifesaver course to fit the Beninese army’s structure and missions, such as its peacekeeping operations with other African military forces.

The course concentrated on injuries that medics would most likely treat and the basics of tactical first aid, noted instructor Sgt. Ian Patrick, 7th ARCOM.

“We focused on trauma, blood loss,

fluid dehydration and shock – the bread and butter of the course,” he said.

The team used teaching aids, French-language instruction books and medical supplies, while providing 30 new combat lifesaver aid bags for the classes.

Although the Beninese army’s primary goal is to field combat medics into line units, they eventually will also serve in their communities, making the CLS training even more vital to his country, said student Lt. Hugues Gandaho, a neurosurgeon from the Benin Military Training Hospital in Cotonou.

## “The combat lifesavers rocked.”

- Sgt. 1st Class Kim Stewart, LRMC

“This is very important to us. We are a poor country, and we do not have the ability to organize such classes,” he explained.

Because their numbers are limited, Beninese medics normally serve in only larger units. As more medics are trained, additional combat lifesavers will be assigned to smaller units while others will teach follow-on CLS courses.

“They will start a course for the whole nation,” Gandaho said. “The 30 students here will become 60 and so on. Soon we will begin to have enough.”

As more Beninese Soldiers complete

the course, the army will weave medical teams into its ranks and with those of other armies. This will enable them to provide medical skills common to most regional militaries alongside other governmental and non-governmental providers, such as the World Health Organization.

Patrick described Gandaho and his classmates as some of the most eager students he has ever instructed.

“They take the information, grasp it and then put it to use to meet their own needs,” Patrick said. “They are the best I have ever taught.”

In the last major phase of the task force’s mission to Africa, the newly trained Beninese army combat lifesavers joined with civilian firefighters and police forces to conduct the first mass-casualty exercise held at the Cotonou International Airport.

The scenario: a downed plane with 67 passengers and crew members. During the six-hour exercise, simulated patients received emergency treatment from combat lifesavers before being evacuated to local hospitals.

“We practiced for seven days (to get to this point),” said instructor Sgt. 1st Class Kim Stewart, LRMC. “This was the culmination of everything — emergency medicine and planning. It all came together today.”

Stewart said the Beninese medics quickly assessed the situation, carrying the injured to a temporary triage center in a nearby hangar, while other class members provided first-aid treatment.

“The combat lifesavers rocked,” Stewart said. “You would never know that this

is their first mass-casualty exercise.”

### Reinforcing relationships

Besides providing face-to-face contact between the U.S. and Beninese militaries, the exercise reinforced the ties between two nations and served as a test bed for emergency response plans.

“I have seen MEDFLAG exercises before, but this is one of the best ever,” said U.S. Ambassador to Benin Gayleatha Brown during a clinic tour. “This is a wonderful example of our defense departments cooperating together and of the relationship between our countries.”

Recalling several villagers’ appreciation of the services and medical treatments received, Brown said she is requesting that more MEDFLAGS and similar military-to-military exercises be held in Benin.

“I cannot express my gratitude to you for this wonderful expression of goodwill and cooperation that you have afforded us,” she said, praising the Soldiers for their professionalism and for the high quality of medical care they provided.

Other U.S. officials echoed the ambassador’s observations.

“This is my first MEDFLAG, and I am very impressed,” said Dana Chivers, military liaison officer for the U.S. Agency for International Development’s Office of Foreign Disaster Assistance. “We will send our after-action report to our headquarters in Washington, D.C., recommending that we continue the engagement next year.”

USAID, which coordinates efforts

among U.S. military and other government and non-governmental organizations, has posted a 60-person staff in Benin for many years, providing support during disasters, humanitarian relief missions and conflicts.

## “This has been one of the most personally fulfilling missions I have ever been on.”

- Lt. Col. Thomas Axtman, LRMC

Consequently, Chivers said he believes MEDFLAG is vital to the agency’s engagement strategy for Africa.

“(If needed) the U.S. military could be here during a disaster,” he said. “It helps to know the key players so we can hit the ground running in a joint effort.”

The military brings an organized com-

mand structure, trained personnel and specialized equipment to a disaster operation, Chivers said, adding, “Soldiers get things done.”

The Soldiers of Medical Task Force Benin did complete every task they came to do, said their commanding officer Lt. Col. Thomas Axtman, Landstuhl’s executive officer for outlying clinics and chief of managed care. They cared for the Beninese people, trained their medics, learned about African diseases and laid the foundation for a stronger military-to-military relationship between the two countries.

“This has been one of the most personally fulfilling missions I have ever been on,” he said, as the task force Soldiers packed their bags and equipment for return flights to Europe and the United States.

“Not just because of the warmth and the camaraderie shared between our Soldiers and the Beninese Soldiers, but also because of the (Beninese) people. We changed and saved lives,” Axtman said.



Instructor Sgt. Bart Bruley, 7th Army Reserve Command, shows the first-ever class of Beninese Army combat lifesavers how to evaluate for injuries while Sgt. 1st Class James Barlow, Utah Army National Guard, translates.





Medics from the 212th Mobile Army Surgical Hospital transport a Pakistani man during earthquake relief efforts in 2005.

# Army's last 'MASH' stands down

## New combat support hospital provides more capabilities

By Christine June, USAG  
Kaiserslautern Public Affairs

Ending an almost eight-year run as the last treatment facility of its kind, the 212th Mobile Army Surgical Hospital became the 212th Combat Support Hospital during a re-flagging ceremony Oct. 16 on Miesau Army Depot in Kaiserslautern, Germany.

And while the unit no longer carries the designation made famous by the 1970s movie and subsequent television show, *M\*A\*S\*H*, its mission remains the same: saving lives.

"Our Soldiers are professionals on the battlefield, and our doctors and nurses are focused on taking care of those who are wounded or injured on the battlefield," said Col. Angel Lugo, the last 212th MASH commander and first 212th CSH commander, during the conversion ceremony.

The 212th's conversion involved adding more than \$5 million worth of modern medical equipment and almost doubled the staff of 130 to more than 250 personnel, he said. Moreover, it is part of an Army medical re-engineering initiative, mirroring the service's transformation to brigade combat teams.

"The CSH is a 248-bed hospital, but

we can remove an 84-bed or 44-bed piece (to become) very light and mobile and to move far forward to care for Soldiers on the battlefield," said Brig. Gen. David Rubenstein, commander of Europe Regional Medical Command.

Conversely, the CSH's 84-bed field hospital can be expanded by a stateside Reserve medical unit with an additional 164 beds.

And if needed, the CSH can grow even larger.

"It's the Lego® effect: I need this piece and that piece for a mission, put it together and go," said Lugo, whose last assignment was with the Surgeon General's office, where he gained insight on lessons learned by watching other units' conversions.

Plus, if the Army requires a CSH to provide medical support for a larger area, "they just give us our 164 beds or plug and play another organization like ours – that's the beauty of transformed modular medical force," Lugo said.

This capability to break down or expand to fit particular missions in global hotspots will now allow the 212th CSH to offer even more medical services to Soldiers on the battlefield.

"Normally, a MASH just had the intensive surgical capabilities without

primary care – no pediatricians, no OBGYNs (obstetrics and gynecology), no internal medicine, no family practice," said Maj. Soo Lee Davis, 212th CSH executive officer. "A CSH already has that built into it, so it prevents you from having to task-organize right before you get to the deployed mission."

For example, during the 212th MASH's last major deployment – to northern Pakistan in 2005 to provide care for thousands of earthquake survivors – the unit had to gather specialized equipment and staff from other military hospitals throughout Europe.

"Now, we don't have to do that," Davis said. "They are already a part of the 212th CSH, so when we get the deployment orders, we take our own people and equipment, and we don't have to task-organize as much."

Additionally, specialty care and three Intermediate Care Wards will allow the CSH to care for patients for one to three days. This means that moving Soldiers is less necessary, Rubenstein said. "We are a much stronger Army if we can treat Soldiers in the battlefield for a couple of days and return them to their units instead of evacuating them out of theater."

# LEAN SIX SIGMA

USAREUR uses industry methods to become more efficient.

By Mark Ray, USAREUR Public Affairs

U.S. Army, Europe is implementing Lean Six Sigma, an Army-wide initiative designed to streamline processes and save resources.

Overall, Lean Six Sigma is a formal process supported by analytical tools, which enables an organization to examine its functions and identify ways to better serve customers, while saving resources, removing unnecessary steps or roadblocks and reducing errors, said Bo Adair, from the George Group, a consulting firm that is helping USAREUR and the Army implement the concept.

Lean Six Sigma uses precise measurement to identify the actual time and resource costs of various steps within a work process, and uses a toolbox of analytical mechanisms that help identify where improvements can be made.

The name Lean Six Sigma refers to the improvements that result: *Lean* helps make a process faster by eliminating non-value added steps while *Six Sigma* improves quality by removing variation.

"We use the acronym DMAIC (pronounced Da-may-ic) to refer to the Lean Six Sigma process," Adair said. "D for define, M for measure, A for analyze, I for improve and C for control. An important part of Lean Six Sigma is that senior leaders review project progress during each phase in the DMAIC process. These reviews ensure that Lean Six Sigma projects focus on leadership priorities and have leadership support."

## Define

Lean Six Sigma starts by defining the problem to be solved or the process to be studied, Adair explained. The Define phase begins with drafting a project charter and having it approved by senior leaders. The charter gives specific direction about the issue and provides authority for the project to proceed.

After the project charter has been approved, the Define phase often proceeds with the construction of a process map, Adair said. A process map records all the steps that have to occur for a particular process to be completed.

A process may be anything from an industrial or manufacturing process, such as retooling Humvee engines, to a transactional process, such as the deployment of civilians to Operation Iraqi Freedom.

"We typically look at five things: suppliers, inputs, processes, outputs and the customer," Adair said. "An important concept of Lean Six Sigma is what we call 'the Voice of the Customer.' Determining what the customer expects from a process is a fundamental part of defining and solving a problem."

The Define phase also identifies the stakeholders in a process and brings them together into a team that will continue the analysis, Adair said. By building cross-functional teams that represent all stakeholders, Lean Six Sigma encourages consensus and ensures that the experiences and knowledge of all participants are considered as the process is studied and improved.

## Measure

In the Measure phase, a Lean Six Sigma team determines what data they need to collect and how they will collect it, Adair said.

"This is often hard to do," he added, "because you have to think hard about what you need to know to improve a process."

**"If you are trying to reduce costs, you need to know the cost of each step."**

— Bo Adair, the George Group

Generally, what you are doing is developing measurements of the steps that are in the process map. Often, you need better quality data that is not currently being collected."

Time, cost and quality are three dimensions that can be studied, Adair said, "depending on the original goal of the project."

"What you are trying to fix determines the data you need," he explained. "If you are trying to speed a process, then you want to know how much time each step in a process map takes to complete. If you are trying to reduce costs, you need to know the cost of each step."

The next step in the Measure phase is to collect the data, which, Adair noted, is easy in theory, but often quite challenging in practice. The team has to be very careful to collect high-quality data, and to ensure that the data actually measures what they want it to measure.

## Analyze

The Measure phase often spills over into the Analyze phase and even into the Improve phase.

For example, Adair said, "As you collect data, it becomes very apparent where you have a choke point in a process. You might find that customers are frustrated because it is taking five to 25 days to have a relatively simple document approved."



When you measure the process from end to end, you discover that a single clerk has to approve the document and that the clerk tends to wait until he has a stack of documents before approving them.

"Additionally, if he is on leave, there is no one else to do this work. By changing the clerk's work pattern, so he approves documents once a day, and ensuring that someone else assumes this role when he is absent, you radically cut your process time and greatly improve customer satisfaction without incurring additional costs."

The key to the Analyze phase is reviewing the process with the help of the data gained during measurement.

"You look at what is happening to the things in the process, not at the people," Adair said. "You want to maximize what is happening to things – that is where value is added. In the example detailed above, you work on decreasing your cycle time. In an industrial process, you might work on decreasing cycle time (leaning) or increasing quality (six sigma)."

By the time the team has reached the Analyze phase, the process map has become a value-stream map, populated with data gathered in the measure phase, Adair said.

The value-stream map displays materiel flows, cycle times, rework loops and delays for information. It allows people to review blocks of time in the process – and learn what is causing delays or errors.

## Improve

In the Improve phase, the team determines how to fix problems that they've identified as causing delays, costing money or diminishing quality. Adair said the team develops an implementation plan in this phase, usually suggesting a pilot program to test a solution before it is fully implemented. They define the new process and apply project management techniques to determine how to get a new process up and running.

## Control

"In the past, business-process-improvement methods often left out the Control phase," Adair said. "You would fix a process, leave and then return six months or a year later to discover that the process did not stay fixed."

By making Control a formal stage, Lean Six Sigma ensures that processes that have been fixed stay fixed, Adair said. The Control phase calls for regular reevaluation of processes, using the criteria developed in the Measure phase.

"You watch things like defects; the time the process requires; the cost of the process," Adair said.

"And you have a reaction plan to correct the process, essentially by reapplying the DMAIC model if control measurements show the process is beginning to become inefficient or produce errors. The Control phase ensures that improvements stick and you continue to benefit from changes implemented."

# JMTC applies Lean Six Sigma

By Mark Ray

"Reduce annual costs for institutional training by 20 percent!"

That was the ambitious goal set for a Lean Six Sigma team at Joint Multinational Training Command earlier this year. To make the task more difficult, the team was told that it had to maintain training effectiveness.

"In all, JMTC is responsible for about 70 classes that are considered institutional training," said Dr. Gary Harless, who led the team. "They include a wide range of classroom courses, from hazardous material handling classes to the commander's course to first-aid training for medics."

The goal of the project was both to "lean" institutional training, by reducing costs without reducing effectiveness, and to improve training, by determining the right way to deliver a course – on site at JMTC, by a mobile training team or through Web-based distance learning," Harless said. "We also wanted to adjust the frequency and duration of courses to better meet student needs."

Because it was vital to maintain effectiveness, the team sought customer input from the beginning, gathering data on requirements for courses and

number of seats required for each course. "We also reviewed U.S. Army, Europe regulations to determine what courses are required," Harless said.

"We followed the overall Define-Measure-Analyze-Improve-Control process," Harless said. "Although many of the Lean Six Sigma tools did not apply to this particular process, it gave us a rigorous methodology to work with."

Along with customer input, the team gathered data on course and temporary duty costs, length of courses and number of seats available versus number

of seats actually used – resulting in a process map. In the Analyze phase, the team combined customer projections about course requirements with historical attendance rates and changes in USAREUR personnel strength to develop a list of courses and the frequency at which they should be offered. They then projected weekly costs for providing the courses.

To actually improve the process, the team held a conference with customers to review the proposed list of courses, and to identify those that could be offered by a mobile training team or distance learning. "We relied on customer input to make these decisions," Harless

said. "If they said a mobile training team or distance learning would meet their needs, we made the change."

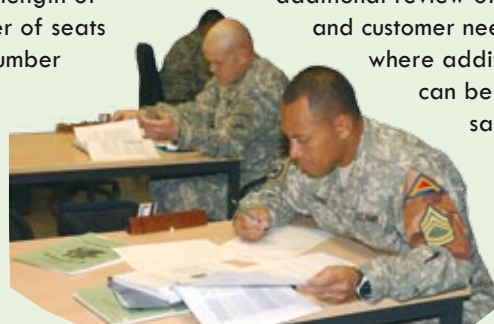
Results: The team achieved a 28 percent (or \$2.8 million) savings in fiscal year 2006, and 36 percent (\$3.7 million) savings is projected for FY 2007. "Along with the savings, we had customer buy-in in the mix of courses, delivery and the frequency and duration of courses," Harless said.

The Control phase will involve additional review of historic data and customer needs to determine where additional savings can be realized, Harless

said. "We've gotten rid of what our customers said they don't need. Now we are going to more thoroughly analyze the process and

determine what additional reductions we can make, and still provide our customers with training they need."

The follow-on study will involve harder choices, Harless said. "Ultimately, we want to determine the minimum that is required by regulation, then work with our customers to develop a point above that where we can still ensure that we meet their needs – while also protecting the command's resources."



Savings by JMTC through Lean Six Sigma: \$2.6 million

# CHEVRON NOTES

Recently I had the incredible opportunity to visit the countries of Azerbaijan, Georgia and Ukraine to foster and encourage the development of a professional NCO Corps in our coalition partner nations.

During the visit, I spoke with several noncommissioned officers from these countries. Their militaries – and noncommissioned officers in particular – are striving to achieve what we already have: a defined role for their NCOs; legal and regulatory authority to perform their duties and responsibilities; and a standardized NCO education system.

In Georgia particularly, senior NCOs are very proud of their role as "groundbreaking noncommissioned officers for their nation's forces."

And they have a right to be.

They are paving the way, building the structure for a world-class NCO Corps. We should be proud of them because they are modeling most of their design on our NCO Corps and education system.

Napoleon Bonaparte said, "It is very difficult for a nation to create an army when it has not already a body of officers and noncommissioned officers to serve as a nucleus and a system of military organization."

How true.

Seeing other nations defining and developing their noncommissioned officer corps gave me a renewed respect and appreciation for what our noncommissioned officers can and do accomplish every single day.

We as noncommissioned officers are leading Soldiers in combat and training every day. Leading, training, maintaining and caring are the foundations of our role as NCOs.

Congress has empowered us with the legal authority to accept and carry out our responsibilities. I believe it's the unique role our noncommissioned officers perform that makes our Army the greatest in the world.

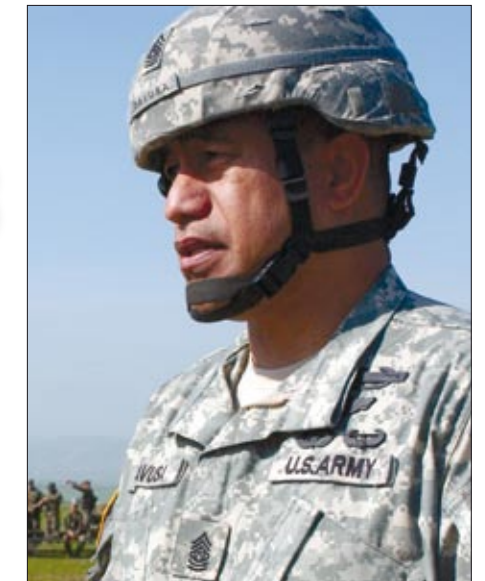
But just maintaining our noncommissioned officer corps isn't enough. We have to continuously strive to make it better.

Our NCOs today have more, and different, responsibilities than ever before. They are providing economic and information outreach. They are helping people all over the world to rebuild infrastructure and improve quality of life, which – in turn – will help those people become financially independent.

They are nation-building, and their actions have far-reaching consequences. Never forget that we represent the United States to many people whose only contact with our country and its values is their interaction with U.S. Soldiers. Also, think of the huge amount of support our Soldiers receive from the U.S. public. We must always remember the people and the nation we represent by setting the right example through our actions.

Leading, training, maintaining and caring for Soldiers is a never-ending task. We can always do more to better prepare our Soldiers for the challenges they will face. We must always make sure that we're taking care of Soldiers.

One of the best ways to do this is by recognizing their achievements. Napoleon knew that the best way to motivate Soldiers was through recognition and reward. Recognition and rewards energize Soldiers, pushing them to do the very best they can to accomplish the mission. The recognition could be an impact award or something



as simple as a pat on the back for a job well done. A small amount of positive reinforcement goes a long way, and our Soldiers certainly deserve it for the outstanding work they continue to do.

During this holiday season, I know all of you are looking forward to spending time with your friends and loved ones, but we all know that taking care of Soldiers is a 24/7 mission. As NCOs, we need to ensure our Soldiers know we are there to support them. Ensure they know how to contact you. I know with your support, they will have a safe and happy holiday.

Iuniasolua Savusa  
Command Sergeant Major  
United States Army, Europe  
and Seventh Army



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ARTHUR MCQUEEN



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